



**Chief Executive Officer
Performance Review
Colin Byles
April 2018**

CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW

BACKGROUND

As part of my contract of employment with Council as the Chief Executive Officer with the Northern Areas Council, I am required to prepare a report based on the Performance Indicators set by Council and any other issues directed by Council to report on to the Chief Executive Officer Performance Review Panel.

On an annual basis (this meeting will be the annual meeting) the Total Employment Package (TEC) as referred in my employment contract clause 12.2 also needs to be reviewed within one month of the performance review. I look forward to these discussions when the performance review is complete.

This past year the Performance Review Panel has met with the Chief Executive Officer on a quarterly basis to ensure all the Key Performance Indicators were on target. Minutes of these meetings have been adopted at the next council meeting after Performance Review Panel meeting. These minutes indicate there have been no issues with the Chief Executive Officer's performance to date.

The minutes listed below are from the February 2018 Chief Executive Officer Performance Review Panel meeting. As well as the standard requirements some additional information was requested for the next Chief Executive Officer Performance Review.

CEO Performance Review Meeting (held in the Council meeting) 20 February 2018

MOVED Cr. Scarman

SECONDED Cr. Webb

That the CEO prepare a report to be presented to the next CEO Performance Review Panel on the following matters:

1. The Key Result Areas in the CEO's contract these being

- Leadership and Strategic Planning
- Human Resource Management
- Financial and Asset Management
- Operations Management & Major Projects
- Stakeholder Management, Customer Service and Communications
- Advice and Relationship with Council

2. The set Key Performance Indicators, which are;

- Ensure Preparation & Implementation of the
 - Strategic Plan
 - Annual Business Plan
 - Asset Management Plan
 - Long Term Financial Plan
- Ensure the Capital Works Program for the budgeted year is complete
- Review and consolidate all of Council Policies by February 2018

3. The following issues that Council has requested a report on:
- Elected Member Training
 - Strategic Plan
 - Elected Member Travel
 - Section 41 Committees
 - Review of Confidential Minutes

I now provide information on all areas as requested by council in the minutes above.

The Key Result Areas in the Chief Executive Officers contract;

Leadership and Strategic Planning

(The manner in which the CEO provides leadership for the Council and the ability to identify, assess and respond to both the external and external environments.)

I believe in the last 12 months I have led the council in a direction that has enhanced the council performance. The main improvement I believe is in the Operational Services area where the delivery of services and the response rate to customer requests has improved dramatically. The appointment of qualified engineering staff and the setting of better systems and procedures have led to this improvement.

All other departments are being made to look at continuous improvement and the creation of efficiencies to ensure the ratepayers are receiving value for their rate dollar.

Although the Strategic Plan has not been updated the processes to achieve the new plan were in place. The community survey was a major accomplishment for council and the survey answers and comments provide a lot of information to council for the future.

I believe I am always looking at the bigger picture for council to ensure we are planning for the future in a manner that ensures we are aiming to achieve in the most modern practices.

In the last 4 months the amount of time I have had to spend on legal issues has not allowed me to be as developed in the leadership and strategic planning area as I have wanted to be. Ensuring council is making ratepayers conform with legislative requirements has been the major focus.

Human Resource Management

(The ability to lead and develop staff that are committed to the Council in their jobs and achieving job satisfaction)

In the last 12 months a number of Human Resources Management practices have been implemented. All administrative staff have had Performance Reviews

undertaken, a high number of staff have either not had a performance review in their time at council or not had a performance review for 8 years.

Job Descriptions are being updated and training plans created and the training from these plans implemented.

The outside workforce will commence performance reviews in the next financial year. There has been a strong commitment this year to change the culture in the outside staff in relation to working more in teams and the use of equipment, positive results are being seen.

Financial and Asset Management

(Management of the Council's physical and financial resources)

The improvement in the financial reporting to management has seen an improved accountability to departmental budgets. Budgets are monitored on a monthly basis by managers and forecasting of their budgets also occurs monthly. The Council budget is under control by using this method and any potential overruns are highlighted early to prevent the cost overrun.

As stated earlier all Asset Management Plans have been completed. This information is now used as key financial data that is implemented into the Long Term Financial Plan and Annual Budgets

Operations Management and Major Projects

(The ability to manage the operations of the council and ensure the measurable outcomes are achieved)

Council has now a far more planned and proactive approach to the day to day operations of council and the delivery of Major Projects. A restructure last year of the Infrastructure Department that put more reliance on planning of activities than being reactive has led to a far better managed program.

The restructure led to the appointment of qualified engineering staff that enabled the Infrastructure supervisor to concentrate on the delivery of the works rather than the paperwork involved in ensuring the works were documented.

Stakeholder Management, Customer Service and Communications

(The ability to enhance Council's relationship with its community)

This is very important area that I put a lot of work into that may not be seen by Elected Members.

I am currently a Board member of the RDA (Regional Development – Yorke and Mid North), I am Chair of the Legatus Chief Executive Officers Management Group, I am a member of a working group looking into the rating of Windfarms throughout South Australia.

Through my involvement in these groups it allows me to gain valuable information that I can use in my role at council. Also by being involved, the council name gets promoted within the local government industry.

I attend as many community functions as possible through the council region, as an example I attended the Gladstone, Laura and Stone Hut town Christmas parties last year to show the community that the Chief Executive Officer is willing to be involved with the community. I regularly attend Anzac Day Services in different council towns within our region as well as being involved in Council Australia Day activities. There are many more activities of a community nature that I attend,

Council I believe under my direction has an improved image in the community; the community seems to be reasonably satisfied with council performance as stated in the recent council community survey. The introduction of community forums has led to a greater interaction with the community allowing the council to deliver what we are carrying out at the moment and the community to ask questions on any topic they see fit. I believe we have a good relationship with the community.

In relation to communication the increased use of social media (Facebook and My App) and the development of our new web page has increased our community communication, the use of the newsletter will always continue as one of our tools to connect with community.

Advice and Relationship with Council

(The ability to develop and sustain a positive relationship with Council members.)

I believe I have a good relationship with council members. I am always available to see council members whether in person or by telephone and do meet regularly with members when requested. I do provide advice on matters when required by members and always respect confidential information.

Key Performance Indicators - Progress to date; 27 April 2018

1. Ensure Preparation and Implementation of the;
 - Strategic Plan
 - Community Forums 2017 Completed, 2018 round currently under way
 - Community Survey completed – analysis currently being undertaken of the survey responses.
 - Community Survey analysis shared with Elected Members at a workshop held in November.
 - Strategic Plan to be workshopped using information from the community forums and the community survey.
 - Strategic Plan development is on hold till a decision is made on to create a new strategic plan or update the old strategic plan.

- Annual Business Plan
 - 2017-18 Annual Business Plan Adopted, 2018-19 Annual Business Plan currently in draft mode for members to consider.
 - Asset Management Plans
 - 100% complete, All Strategic Documents complete.
 - Maintenance Plans that "fall" out of these Asset Management Strategic Plans are currently being completed.
 - Service Level Documents for 5 areas complete.
 - Long Term Financial Plan
 - Long Term Financial Plan reviewed and adopted February 2018.
2. Ensure the Capital Works Program for the Budgeted year is complete.
- Capital Works Program for 2017/8 is 65% complete. Indications are that 90% of the capital works program will be completed in 2017/18. Projects that are delayed are delayed due to design specifications still being completed.
3. Review and consolidate all of Council's Policies by February 2018
- Review of Policies has been completed.

Issues that Council has requested a report on:

Elected Member Training

Council members are required to have mandatory training as part of becoming an elected member. Council organised training for elected members in 2016. Seven elected members attended this training, Councillor's Browne and Lange did not attend due to being unavailable.

Councillor's Browne and Lange have still not undertaking the council member training course.

Councillor Webb became a council member via a supplementary election in 2017. The training for Councillor Webb has been organised by on line training via the Local Government Association of South Australia. This training was hard to organise and took considerable time to sign up to undertake the modules. This process needs to be upgraded if we ever use this type of training again.

Councillor Webb had to use this type of training (on line) as there were no training courses available (face to face) after of the supplementary election.

Strategic Plan

The Northern Areas Council Strategic Plan 2011- 2016 is outdated. The plan needs to be updated and there has been discussion in what manner the Strategic Plan needs to be updated.

I have suggested Council go through the full process and create a new Strategic Plan, some members have stated that an update to the current plan would suffice, no final decision has been made in updating the strategic plan.

A number of other council's strategic plans have been circulating amongst members to show what strategies and goals can be included in a strategic plan.

A decision needs to be made by Council what direction it would like to take in updating the Strategic Plan.

Elected Member Travel

The policy that was presented to the February 2018 Council meeting was re-presented to the March 2018 Council meeting adjusting the travel component for Council meetings and informal gatherings. The travel rate for this type of activity is now in line with legislation.

Council does have a secondary travel rate that is at 35 cents a kilometre for activities associated with council. The new policy outlines what rate is to be paid.

Section 41 Committees

The process of moving organisations that are classified as Section 41 committees of Council to incorporated bodies has been ongoing but not yet completed. A number of Section 41 committees have been moved but there are a number that we are having difficulty in convincing them of the benefits of being incorporated, a few have agreed in principle to become incorporated but are taking a considerable amount of time in making the change.

Council staff, in particular the Manager Community Development has been working with these groups.

Review of Confidential Minutes

The review of the confidential minutes is outstanding. A requirement of legislation is to review the confidential minutes every 12 months to confirm whether the confidential minutes need to be kept confidential or released from confidentiality.

Due to staff changes this process has been missed other than confidential minutes that have been released when contracts have been signed or in the case of Australia Day Awards when the person or organisation has been notified.

A procedure has now been put in place to go back over the confidential minutes register to ensure all confidential minutes are reviewed.